



# City of Long Beach

---

## Market Analysis Base Pay, Total Compensation and Staffing Practices

**May 2004**

Prepared by:



CPS Human Resource Services  
241 Lathrop Way  
Sacramento, CA 95815  
916-263-3600



# AGENDA

---

- Project Scope
- Methodology
- Analytical Concepts
- Relevant Labor Markets
- Staffing Analysis
- Key Findings
- Market Trends



# Scope

---

- Total Compensation Analysis
- Evaluated 43 Benchmark Classifications Contained in Four Occupational Units
  - Non-Safety/Non-Management
  - Fire
  - Police
  - Management
- Surveyed 16 California public employers and contacted 94 private employers
- Six published regional surveys



# Methodology

---

- Data Collection Methods
  - Distributed Survey Instrument
  - Conducted Follow-Up Interviews
  - Performed Internet Searches
  - Made Telephonic and E-mail Contact



# Analytical Concepts

---

- Comparisons Based on Market Median
  - Middle Value in an Ordered Set of Numbers
- Total Compensation
  - Represents Maximum Base Pay Plus Any Benefits Typically Paid to All Incumbents in the Classification



# Relevant Public Sector Markets

---

- Standard 10 Market
  - Comparable Regional City/County Agencies
    - Used for Non-safety/Non-management and Fire Occupational Groups
- Strategic Plan Market
  - Comparable State-wide Cities
    - Used for Police and Management Occupational Groups



# Private Sector Markets

---

- 94 Private Sector Employers Identified
  - Limited actual participation due to confidentiality and competition concerns
  - Results interesting, though not statistically reliable
- Use of published private sector compensation surveys



# Staffing Analysis

---

- Study compares the size of the relevant occupational unit to the population served or the span of control exercised
- Recognizes but does not factor in variations in organization structure, demographics, service needs, etc. that are unique to each community





# Key Findings

---

- Non-Safety/Non-Management
  - Standard 10 public sector market:
    - Base pay lags behind relevant labor market median by 9.12%
    - Total comp exceeds the median by 0.67%
    - Total workforce staffing ratio is 12.37/1000 compared to 9.08/1000 for comparable agencies in the relevant market



# Key Findings (Cont)

---

- Fire Occupational Unit
  - Standard 10 public sector market:
    - Base pay lags behind market median by 7.33%
    - Total comp lags behind market median by 5.01%
    - Staffing ratio is .96/1000 compared to .82/1000 for the median of comparable agencies



# Key Findings (Cont)

---

- Police Occupational Unit
  - Strategic Plan public sector market:
    - Base pay lags behind relevant market median by 11.01%
    - Total comp lags behind relevant market median by 5.81%
    - Staffing ratio is 2.05/1000 compared to 1.71/1000 for median of comparable agencies in the Strategic Plan market



# Key Findings (Cont)

---

- Management Occupational Unit
  - Strategic Plan public sector market:
    - Base pay lags behind relevant labor market by 14.42%
    - Total comp lags behind relevant labor market by 7.91%
    - Variations in organization structure among survey cities make comparisons regarding span of control infeasible



# Market Trends

---

- Increasing use of incentive pays to promote competencies and skills
- Increased outsourcing and redistribution of job tasks
- Unions seeing fewer gains and more concessions at the bargaining table
- Scheduling changes that reduce the costs of doing business
- Increasing use of unpaid furloughs
- Reduction/elimination of services



# City of Long Beach

---

## Market Analysis Base Pay, Total Compensation and Staffing Practices

**May 2004**

Prepared by:



CPS Human Resource Services  
241 Lathrop Way  
Sacramento, CA 95815  
916-263-3600